



## Coast Guard Academy Board of Trustees

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### U.S. Coast Guard Academy Board of Trustees

#### Fall 2003 Meeting

The Fall 2003 Board of Trustees (the Board) meeting was held at the U. S. Coast Guard Academy from 20-21 November 2003. General themes of strategic planning, impact of officer corps growth, and resource management guided much of the discussion.

#### In attendance:

RADM Venuto  
RADM Olsen  
RADM Brice-O'Hara  
RADM Brown  
RADM Belz  
RADM Busick  
VADM Costello  
Dr. Heiner

Mr. Horowitz  
COMMO Melera  
RADM Papp  
RADM Pearson  
RADM Schneider  
Mr. Somerville  
Mr. Yoest

Three methods were used to gather and share information during the two-day meeting:

- (1) General Board discussion and committee outbriefs
- (2) Presentations from various groups or individuals (e.g., CGA legal staff, Director of Admissions, etc.)
- (3) Board committee meetings with CGA stakeholders (e.g., LDC staff, faculty, cadets, Commandant of Cadets, Company CPO's, Company Officers, etc.)

The two-day meeting officially began at 1115 on 20 November 2003. A one-half day new Board member orientation was conducted prior to the meeting.

Academy and G-W staff provided the following briefs: CGA Balanced Scorecard Map update, Officer Workforce Growth and Its Impact on CGA, and CGA Enrollment Management.

Board committees provided the following outbriefs: Academic Affairs, Governance, Leadership and Professional Development, Resources, and Facilities.

### **Overview – Introduction**

RADM Venuto raised several issues for Board consideration during his introductory remarks. Among these issues were: change of committee structure, SecDHS visit and its associated impact on CGA funding, identifying resources to fund a new track, CGA Alumni Association fund raising, the “sea change” that JOFTAT (Junior Officer First Tour Afloat Team) will bring to graduating cadets over the next several years, and the need to accelerate Chase Hall barracks renovation. Admiral Olsen concurred with the Chairman’s remarks and stated that a significant amount of money has been received from the class of 1953 to install synthetic turf on the football field that will partially alleviate the green space scarcity problem. RADM Olsen highlighted the need to fill the newly created Diversity Advisor position and praised the initial results of the new “4-5-2” program.<sup>1</sup>

### **Commandant’s Strategic Guidance for the CGA**

In 1999, Admiral Loy created the Commandant’s Strategic Guidance for the CGA. A central theme in the Superintendent’s Balanced Scorecard Map and strategy briefing was the need to update that guidance and validate the CGA’s strategic plan for the next three to five years. The Superintendent sought to gain agreement or identify gaps between current strategic guidance and its alignment with the Commandant’s new effort to create an Enterprise Leadership Architecture. The Superintendent agreed to provide a draft updated Commandant’s Strategic Guidance for Board consideration, and G-W agreed to provide the CGA complete visibility on the Enterprise Leadership Architecture effort currently underway to aid in the Academy’s effort.

### **Facility Improvements**

Several CGA facility improvement initiatives were discussed as well as the future maximum capacity of Chase Hall. There are 458 cadet rooms with furniture to triple 100 rooms. The Cadet wardroom currently limits corps size to 1000. The Chase Hall E-annex expansion plan calls for an additional 150 rooms, which will eliminate the need for triple occupancy rooms once the rehab of Chase Hall has been completed. The new E-annex will incorporate engineering designs that will rely less on load bearing structures allowing flexible future room redesigns. Several labs and classrooms have been renovated and McAllister Hall is currently undergoing minor renovation. Several efforts are underway to recapitalize CGA facilities including: a first increment of \$14.1 million to construct E-annex (currently at play in the FY05 budget at OMB stage); a \$44 million five-phase project to renovate Chase Hall (currently under evaluation for acceleration); \$1.5 million for track and its enclosed athletic field improvements, which does not include the finished turf surface (under consideration for AC&I this FY); and \$350,000 for athletic field synthetic turfing for the above finished turf surface, (an associated margin of excellence project potentially funded through the CGA Foundation and/or Alumni Association).

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<sup>1</sup> The “4-5-2” program is for high-potential students in their first year who are at some risk and need a semester with a reduced load. The program requires such students to take 4 classes in the Fall, 5 in the Spring, and 2 during the Summer session.

### **CG Officer Work Force Growth**

Mr. Tom Taylor, Chief of the Workforce Forecasting and Analysis Staff (G-WP-1) presented a brief on the growth of the officer corps and how this growth impacts the Academy. The Coast Guard officer corps has been growing since 9/11 and is expected to continue to grow at an annual rate of 2-4% through FY06, at which time it is expected to "level off" at 6400. Historically, the Academy has been the major supplier of technical degrees to the officer corps. The Academy accounts for over two-thirds of all technical officer accessions. Currently, over 71% of all commissioned officers with technical backgrounds (engineering, math, and sciences) are Academy graduates. Finding adequate numbers of technically oriented officer accessions continues to be a challenge and remains a top priority with the new officer recruiting capability within the Recruiting Command. Although the Academy's annual contribution to overall officer accessions varies from year to year, from 1976 to 1998 its average accession contribution was 46-47%. During our recent growth period, the Academy's accession contribution dropped to just over 30%, dropping as low as 29% in FY02. Given a new steady state officer corps size of 6400, and an average Academy graduating class size of 190, the average Academy contribution to overall annual accessions will drop from 46-47% to 40%. Bottom line: The Coast Guard must increase the output of the Academy, or find much needed officers with technical degrees elsewhere. Officer corps attrition models are also affected by this change. Regardless, the Academy must continue to place a high priority on technical degree output. The current target for the Academy is that 70% of its graduates possess technical degrees in Engineering, Math, IRM or Marine Science.

A part of the solution to meeting CGA's target of 70% graduates with technical degrees lies in barracks expansion and rehabilitation. This will help us compete for today's High School graduate who wants the best of everything. Current plans specify a new E-annex, which when built, will add an additional 150 cadet rooms. Once E-annex is built, current A-D annexes will undergo a much-needed rehab. Upon completion of the barracks rehab, Chase Hall (annexes A-E) could berth 1190 cadets with no triple rooms. The current maximum corps size is 1000, using 100 triple rooms. There were 95 triple rooms at convocation this year.

Mr. Taylor concluded his brief with a discussion about Junior Officer First Tour Assignments (JOFTA) and the future of Chase Hall--both of which are linked to the Academy Corps size. With regard to JOFTA, Mr. Taylor informed the Board that the Commandant was recently briefed that there are not enough afloat opportunities available in Assignment Year 2004 to allow all cadets in the Academy Class of 2004 to go to sea for their first tour, heretofore a given. This is not a one-year problem. The increasing size of the officer corps, the decreasing size of junior officer afloat opportunities, and the current Deepwater asset projections create some unique assignment challenges. The Commandant wants to mitigate these challenges to the maximum extent possible without force-fitting JO's into the fleet or negatively affecting shipboard quality of life. He has asked for a clear rationale for first tour assignment decisions, regardless of the accession source. The Commandant is expected to make a decision on this issue before mid-December.

### **Admissions & Recruiting**

CGA enrollment continues to be a challenging effort for the Admissions staff. The CGA Director of Admissions stated that over the last 25 years there has been a 45% drop in admission applications. This is a grave concern of the Board; following the brief the Board engaged in extensive dialogue over the declining trend. For 2008, CGA predicted a slow sustained decrease

in college bound high school graduates. Several factors account for this declining statistic including: fewer applications, lower quality of K-12 instruction (particularly in math skills), less incentive for students to move out of primary application states (TX, CA, NY & FL), and fewer students wishing to seek engineering degrees. In response to the decline in applications, the CGA admission department has developed a two-pronged strategy to increase quality applications: 1) build demand for CGA admissions, and 2) develop an infrastructure to respond to future change and enrollment requirements. The CGA Admissions office has tripled the money spent on applications research and has purchased three more high school databases increasing the number of databases to four. The Academy has launched its new fully on-line application process this year and applicants are being tracked through every process stage. Informational pamphlets and "reminder" postcard mass mailings are scheduled to assist potential students with application submissions. In addition, in an attempt to improve marketing, historically high accessions points, as well as primary, secondary, and tertiary markets have been identified. Staff members are now acting under a new aggressive travel policy designed to recruit and interview applicants from these targeted markets, and a new "whole person" strategy has been implemented to maximize recruiting and minority interest.

#### **Board Of Visitors (BOV)**

The Superintendent intends to proactively engage the current BOV principals and their staffers through a series of personal visits in the Washington D.C. area. The Superintendent recommends that a Board of Visitor's member be assigned as Board Chair in charge of setting the tone, operating policies, and agenda for these BOV meetings. G-W agreed to reassess the desirability of changing the composition of the BOV through legislation to bring it in alignment with the other service academies (this topic was a primary talking point during the Jan 03 Board Winter offsite).

#### **Committee Reports**

The Board unanimously agreed that more time is needed for committee meetings.

**Academic Affairs Committee:** Assessment of governance continues to be an issue, as well as the seniority of the faculty, area cost of living, and the need for a staffing model at CGA. The committee developed a draft resolution to support the development of a staffing model that will be presented at the next Board meeting.

**Governance Committee:** The committee decided overwhelmingly that Board communication could be improved. The committee recommends the creation of a dialogue system to pass information among Board members without inundation. The CGA's Balanced Score Card Map continues to serve its purpose, however, more discussion and updates on "red" items is desirable. In addition, CGA's five-year accreditation report development process begins in January 2004 and the process thus far has been smooth; no challenges are anticipated. Library conditions and usage needs further investigation to validate data, as well as the need for more academically qualified faculty to maintain accreditation. Currently there is no system in place to evaluate the effectiveness of governance, and the impending CGA Strategic Guidance should address this concern.

**Leadership & Professional Development Committee:** The committee was impressed with the updates on the leadership model, efforts of JOFTAT, Rules of the Road multi-testing, and unanimously agreed that CGA was placing value on what's important. In its initial stages, the

barracks CPO program seems to be an enormously positive program with huge potential dividends. The Cadet Individual Development Plan program was a good initiative. It is clear that all parties must be engaged in the process for it to be effective. Next, the Academy will evaluate the effects of the program, and ensure program completion. With reference to the continued lack of CWO attendance at the CWOPD, the committee agrees with G-WT in the drafting of a strongly worded ALCOAST message for Commandant's approval and release. Finally, the committee recommends that CGA emphasize and investigate ways to add operations research, planning, and intelligence to CGA curriculum.

**Resources:** A large resource gap continues to exist between CGA and all other DoD service academies, which reaffirms the need for a long-term resource strategic plan. The Academy needs to have a successful prototype model like the lower field, collegiate track, and synthetic interior playing field to jumpstart this process. CGA should envision a strategic model that capitalizes on donor resonance with CGA. The Resources Committee drafted a resolution supporting the long-term lease for the CGA Alumni Center.

**Facilities:** The facilities committee agrees that CGA's Balanced Score Card Map fits with the current strategic plan to close the recapitalization gap. Although Deepwater and the zeroing of the FY04 AC&I account have exacerbated the Academy's budgetary concerns, strong CGA interest by SecDHS may help to resolve fiscal challenges in the near future. The committee recommends and approves CGA's efforts to acquire some or all of Riverside Park. The committee drafted two resolutions, the first supporting funding for the CGA track and athletic field renovations; the second supporting the acquisition of Riverside Park for CGA use.

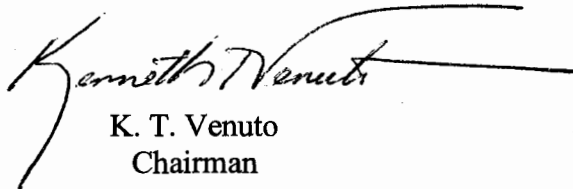
#### Next Meetings

Future meetings are planned for:

06 Feb 2004 (DC)

07-08 Apr 2004 (CGA)

18-19 Nov 2004 (CGA)



K. T. Venuto  
Chairman

Encl: (1) Commandant's Strategic Guidance for the CGA  
(2) CGA Balanced Scorecard Map

Resolutions:	AY03/04-1	Resolution to Support the Acquisition of Riverside Park
	AY03/04-2	Resolution to Support Funding for CGA Track & Athletic Field Renovations
	AY03/04-3	Resolution to Support a Long Term Lease for the CGA Alumni Center